

Contents

Foreword	iii
Interviewers	iv
Acknowledgements.....	iv
Introduction	ix
Career Summary	xi
Promotion History	xiii
Education.....	xiii
Decorations.....	xiii
Interview.....	1
Early Years and West Point	3
23d Engineers, 3d Armored Division.....	24
62d Engineer Battalion (Construction).....	47
University of Illinois	49
Engineer Advisor in South Vietnam	55
Chicago District	74
Alaska Earthquake	82
Advanced Course, U.S. Army Engineer School.....	88
307th Engineer Battalion, 82d Airborne Division.....	91
Command and General Staff College.....	96
Commander, 577th Engineer Battalion (Construction)	99
Staff, U.S. Military Academy.....	132
Naval War College.....	140
Military Personnel Center	143
Office of the Chief of Staff of the Army	166
Chief of Public Affairs, Office of the Chief of Engineers	172
Commander, 7th Engineer Brigade.....	185
Office of the Deputy Chief of Staff, Engineer, USAREUR	224
Deputy Assistant Chief of Engineers	248
Deputy Director of Civil Works	263
Commanding General, Ohio River Division	268
Commanding General, U.S. Army Engineer Center and Fort Belvoir	327
Deputy Chief of Staff, Engineer, USAREUR	382
Chief of Staff, USAREUR	414
Deputy Chief of Engineers.....	433
Acronyms	488
Index.....	492
Appendix A: Centralized Command Selection Paper.....	A-1
Appendix B: Engineers - A "Corps" in the Army's Regimental System	B-1
Appendix C: E-Force, Army of Excellence, Combat Engineers.....	C-1
Appendix D: Corps of Engineers Automation Plan (CEAP) Briefing for Assistant Secretary of the Army (Civil Works).....	D-1

Photographs

Major General R. S. “Sam” Kem, Deputy Chief of Engineers, 13 July 1990.....	2
Cadet Kem met with Congressman Ralph Harvey, who had appointed him to West Point, in the Hotel Willard after marching in the Eisenhower inauguration parade in January 1953.....	4
Cadet “Sam” Kem	10
Cadet Kem showed his parents and brothers the “sammy” (syrup) pitcher on the dining table in Washington Hall during his plebe Christmas at West Point in 1952	17
First Lieutenant R. S. “Sam” Kem.....	30
First Lieutenant Kem watched a motor pool vehicle inspection in West Germany in November 1958.....	33
Captain Kem was an advisor with the 201st Engineer Battalion of the Army of the Republic of Vietnam in 1962.	58
In May 1962 Company B of the 201st Engineer Battalion was rebuilding the French airfield at An Khe.	59
In May 1962 Company C of the 201st Engineer Battalion was constructing a road north from An Khe to Kannack.	59
Cantonment of Headquarters and B and C Companies of the 201st Engineer Battalion, Army of the Republic of Vietnam.....	61
Captain Kem as an Engineer advisor talking with a local inhabitant near Pleiku in South Vietnam in April 1962.	62
In August 1962 the 20th Engineer Group of the Army of the Republic of Vietnam was opening a road from Cheo Reo to Cung Son.	67
Captain Kem, Deputy District Engineer, Chicago District, and Ann Kem in 1965.	75
Brigadier General Raymond J. Harvey, Assistant Commandant of the Engineer School, presented the Army Commendation Medal to Captain Kem for his work during the Alaska earthquake in October 1965.	87
Lieutenant Colonel Kem commanded the 577th Engineer Battalion from July 1968 to July 1969.	101
Army Engineer bridges over the Ban Thach River in South Vietnam	105
The 577th Engineer Battalion quarry operations at Chop Chai Mountain near Tuy Hoa, South Vietnam, in January 1969.	106
The 577th Engineer Battalion (Construction) built the Ban Thach River bridge from pre-cast elements in 1968.....	108
Reviewing stand of Headquarters, 577th Engineer Battalion (Construction), at Phu Hiep, South Vietnam, in September 1968	110
U.S. Army helicopters leapfrogged M4T6 trestles along the route from Tuy Hoa to Cung Son in February 1969.....	114
The completed Ban Thach bridge was dedicated on 7 December 1968.	116
Lieutenant Colonel Kem spoke at the dedication of the Ban Thach bridge.	117
Lieutenant Colonel Kem with Brigadier General John W. Morris, Commander of the 18th Engineer Brigade, at Don Duong, South Vietnam, in May 1969.....	118
Colonel Kem received the colors of the 7th Engineer Brigade from Lieutenant General Frederick J. Kroesen, Commanding General, VII Corps, in July 1976	185

Colonel Kem, Commander of the 7th Engineer Brigade, addressed soldiers of the 78th Engineer Battalion on 30 November 1977.....	191
Colonel Kem inspected the bridging exercises on the Rhine River conducted by the labor service companies and the 565th Engineer Battalion in the spring of 1977	203
Colonel Kem reviewed the 20th Engineer Battalion's plans to destroy bridges on the Iller River in Exercise Carbon Edge, REFORGER 77, in September 1977.....	212
Lieutenant General David Ott, Commander of the VII Corps, and Colonel Kem as Kem left his assignment as Commander of the 7th Engineer Brigade in July 1978.....	223
Ann Kem and Lieutenant General John W. Morris, Chief of Engineers, pin brigadier general's stars on General Kem's uniform during his promotion ceremony in November 1979.....	252
General Kem's wife, children, and parents at his promotion to brigadier general in November 1979.	253
General Kem with Mr. William R. Gianelli, who was Assistant Secretary of the Army for Civil Works from 1981 to 1984.....	277
General Kem at his promotion to major general in July 1984	328
General Kem received the school colors from General Carl Vuono, Commanding General, Training and Doctrine Command, when he became Commander of the U.S. Army Engineer Center and Fort Belvoir, Virginia.	329
General Kem and Major General James N. Ellis, departing Commander of the U.S. Army Engineer Center and Fort Belvoir, Virginia, at the change of command ceremonies on 21 August 1984.	329
General Kem, Commandant of the Engineer School, congratulated his son, Second Lieutenant John Kem, on his graduation from the Engineer Officer Basic Course on 27 November 1985.....	335
General Kem and Lieutenant General Elvin R. Heiberg III, Chief of Engineers, observed a test of the M9 ACE during the summer of 1985.	342
General Kem with Brigadier Roland Zedler, Commandant of the West German engineers, during a visit to a German engineer river crossing in 1986	348
General Kem greeted Lieutenant Colonel Garth Hewish, British Liaison Officer, and his wife Sheila when he was Commander of the Engineer School.....	355
General Kem met with Israeli Defense Force officers during a visit to Israel while he was Commander of the Engineer School	361
The first Honorary Colonel of the newly established Engineer regiment, called the Corps of Engineers, Lieutenant General Frederick J. Clarke (Retired), former Chief of Engineers, passed the colors of the regiment to General Kem, Commandant of the Engineer School, at the unfurling of the new colors at Fort Belvoir, Virginia, on 23 June 1986	370
Lieutenant General Elvin R. Heiberg III, Chief of Engineers and Colonel of the Engineer Regiment; Lieutenant General Frederick J. Clarke, Honorary Colonel of the Regiment and former Chief of Engineers; and General Kem at the ceremony establishing the regiment.....	371
General Kem presented a commemorative painting from the Engineer School to General Bruce C. Clarke (Retired), a prominent Engineer officer, on 10 March 1987	376
General Kem received the Distinguished Service Medal from the Commander of the Training and Doctrine Command, General Maxwell Thurman, at the Change of Command Ceremony at the Engineer School on 6 July 1987	382

General Kem, Deputy Chief of Staff, Engineer (DCSENG), U.S. Army Europe, with Mr. Korte of the West German Ministry of Defense, Dr. Fischer, Ministry of Finance, and Jorge Fuentes, Chief of the Real Estate Division, DCSENG.....	396
Commander-in-Chief to Commander-in-Chief meeting in Heidelberg, West Germany, in 1989	426
General Kem, Chief of Staff, U.S. Army Europe, and Major General Fursin, Chief of Staff of the Group of Soviet Forces Germany, at a 1989 celebration of the meeting of American and Soviet forces on the Elbe River in 1945	427
Major General Kem escorted Major General Fursin, Chief of Staff of the Group of Soviet Forces Germany, on a visit to Grafenwöhr in 1989 during the CINC to CINC visit.....	428
General Kem toured the Pineville, Kentucky, project as the Nashville District prepared to drill tunnels	436
General Kem with leaders from the Nashville District at the Divide Cut of the Tennessee-Tombigbee Waterway in 1990.....	445
General Kem, Deputy Chief of Engineers, inspected the chemical demilitarization facility on Johnston Island during a visit to the Pacific in 1990	454
General Kem with members of the Headquarters, U.S. Army Corps of Engineers staff.....	468
Groundbreaking Ceremony at the new Winfield Lock	478
In a ceremony at Fort Leonard Wood, Missouri, on 3 May 2002, Major General Richard S. Kem, USA (Ret.), received the Gold Order of the deFleury Medal from Lieutenant General Robert B. Flowers, Chief of Engineers and Colonel of the Army Engineer Regiment. The Gold Order of the deFleury Medal is the most prestigious individual recognition award presented by the Army Engineer Regiment. Only one such medal is presented each year. General Kem also is wearing the Silver Order of the deFleury Medal, which he received in May 1989.....	487